

# LINKAGE

The 2005 Linkage  
Excellence in Management &  
Leadership Series

## Developing Your Leadership Bench Strength

### Participant Guide



Featuring Rick Belluzzo, CEO Quantum, and Dr. Jay Conger

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INCORPORATED

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Dear Participant:

Welcome to the Linkage broadcast, *Developing Your Leadership Bench Strength*. This is the second of ten broadcasts in Linkage's 2005 Excellence in Management & Leadership Series and features Rick Belluzzo, chairman of the board and chief executive officer of Quantum and Jay Conger, Kravis Research Professor of Leadership Studies at Claremont McKenna College, and author of more than 100 scholarly articles and 10 books on leadership.

In this 90-minute Linkage program, Belluzzo and Conger – two widely recognized experts in the field of leadership development from dramatically different backgrounds – share their unique perspectives, insights, and practical ideas regarding leadership development in business today.

In this presentation, you will learn:

- Leading edge thinking on building powerful and effective leadership development programs.
- The importance of investing in development programs that will lead to future success of an organization.
- The importance of identifying linchpin positions and ensuring succession plans are in place to support them.
- Develop systems tailored to the strengths, needs and outlook of individuals.

Mr. Belluzzo and Dr. Conger will present for the first 60 minutes of the broadcast and then respond to your questions for the remaining 30 minutes. Use the materials **during** the broadcast to record your notes, ideas, questions, and insights. Throughout the broadcast, you can submit questions directly to Mr. Belluzzo and Dr. Conger via fax, telephone, and/or email. Your submission of questions is critical to the success of the program.

Most importantly, use the materials **after** the broadcast to help you implement the principles and techniques as you lead your organization. Use the materials as your ongoing source of renewal, energy, and direction.

## About Linkage

Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, the Company provides clients around the globe with integrated solutions that include strategic consulting services, customized on-site training experiences, tailored assessment services, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended such a Linkage program since the Company's founding in 1988.

Linkage is headquartered in Burlington, Massachusetts, with regional offices in Minneapolis, Atlanta, San Francisco, London, and Brussels. On two occasions, Linkage has been named to the Inc. 500, a list of the fastest-growing private companies in the United States.

## Upcoming Events

Linkage's broadcasts represent the best in leadership and management thinking, providing you with:

- Idea-generating presentations from well-known and inspirational leaders
- A convenient, on-site option for educating your leaders and managers
- An innovative vehicle to deliver and drive the learning

Please join us for these upcoming programs. These broadcasts are offered live, by Linkage, on the following dates and times. Please check with the individual responsible for the broadcasts within your organization for any internal changes to the schedule.

- April 27, 2005 (11:00am – 12:30pm EST/5:00pm – 6:30pm GMT)  
*Everybody Wins: Proven and Repeatable Guidelines to Create Unprecedented Growth*  
**Phil Harkins and Dave Liniger**

Moving forward in turbulent times separates the good from the great. This broadcast uses both grounded research and real experience to demonstrate how organizations can pull ahead.

- May 18, 2005 (11:00am – 12:30pm EST/5:00pm – 6:30pm GMT)  
*Emotionally Intelligent Leadership - Bottom Line Results*  
**Daniel Goleman**

In this broadcast, Dan Goleman legitimizes the importance of being an emotionally intelligent leader with empirical data and research.

- June 14, 2005 (11:00am – 1:00pm EST/5:00pm – 7:00pm GMT)  
*Coaching to Win: Developing People and Teams Who Excel*  
**Mike Krzyzewski and Catherine McCarthy**

In this special two-hour program, two widely recognized experts in the field of coaching, from dramatically different backgrounds, share their perspective, insights, and practical ideas.

Check Linkage's website (<http://www.linkage-inc.com>) for additional programming, details, and dates.

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## **SECTION 1**

### **PROGRAM MATERIALS**

*The war for senior executive talent will remain a defining characteristic of the competitive landscape for decades to come.*

McKinsey & Company

*Our research suggests that executive talent has been the most undermanaged corporate asset for the past two decades. Companies that manage their physical and financial assets with rigor and sophistication have not made their people a priority in the same way.*

McKinsey & Company

## Introduction and Basic Premise

*“At senior levels of an organization, the ability to adapt, to make decisions quickly in situations of high uncertainty, and to steer through wrenching change is critical. But at a time when the need for superior talent is increasing, big U.S. companies are finding it difficult to attract and retain good people. Executives and experts point to a severe and worsening shortage of the people needed to run divisions and manage critical functions, let alone lead companies. Everyone knows organizations where key jobs go begging, business objectives languish, and compensation packages skyrocket.”*

Elizabeth Chambers et al, McKinsey & Company  
*The War for Talent*

In a recent interview, Dr. Jay Conger states, “Business organizations are not designed to be great training grounds for leadership development. They are great training grounds for execution of an existing business model and, if [the business model is] right, all you need are managers. The problem is that every few years that business model comes under attack and, when it does, you need leaders. Now the problem is that you haven’t been developing them, so you get blown out of the water.” (“Why Chief Executives Fail,” May 2003, *Management Today*)

Likewise, Rick Belluzzo has seen firsthand the struggles of developing leaders, having worked in the fast-paced environment of high-tech for the past 25 years. Currently serving as chairman of the board and chief executive officer of Quantum, Rick is responsible for its overall business strategy and direction, including leadership development. Before joining Quantum, Belluzzo was president and chief operating officer of Microsoft Corporation where, among other things, he decentralized leadership by forming seven businesses, which structured the company so that the seven leaders can look at their business from end to end.

Prior to Microsoft, Belluzzo was chief executive officer of Silicon Graphics Inc. Before his tenure at SGI, Belluzzo was executive vice president of the printer business at Hewlett-Packard Co. In total, he was at HP for 23 years and held numerous positions in finance and marketing during that time. Through his vast and varied experiences, Rick has seen firsthand the need for developing the leadership bench.

Several years ago, McKinsey & Company raised the call to arms in the war for executive talent. Basing their conclusions on an exhaustive study of 77 large U.S. companies in a variety of industries, they worked with the companies’ human resources departments to understand their talent-building philosophies, practices, and challenges. To gain a line manager perspective, they surveyed nearly 400 corporate officers and 6,000 executives from the “top 200” ranks in these companies. And to gain anecdotal evidence, they conducted case studies of 20 companies widely regarded as being rich in talent. They concluded: “Companies are about to be engaged in a war for senior executive talent that will remain a defining characteristic of their competitive landscape for decades to come. Yet most are ill prepared, and even the best are vulnerable.”

In this presentation, Dr. Jay Conger and Rick Belluzzo will outline strategies and best practices of companies who are winning the war for developing and retaining executive talent. In addition to focusing on the importance of using coaching and feedback throughout the executive development process, they suggest that key components to developing your leadership include:

- Sponsorship – personal, active, and regular involvement at the highest levels.
- Selection – matching capabilities with organizational needs; avoiding complex competency models; acknowledging and addressing things that will derail a potential leader.
- Assessors – objectively and subjectively measuring performance and results.
- Participants – engaged and personally committed potential leaders, resulting in greater self-direction and organizational loyalty.
- Development linkages – using stretch goals and a myriad of assignments, participants are being developed – not merely identified – for succession in a purposeful and planned manner.
- Tracking – measuring the effectiveness of the leader – and the leadership selection and development process – to ensure continual improvement in developing the leadership bench.

Dr. Conger and Mr. Belluzzo will combine research with practical tips to help you increase your leadership bench strength.



## Question-and-Answer Session

Mr. Belluzzo and Dr. Conger will dedicate the last 30 minutes of their live broadcast to answer your questions. Complete the Question Form found on page 29 in this participant guide and:

- If you are participating in the live presentation of this program, fax, e-mail, or call in your questions using the instructions on the Question Form. Your seminar coordinator may collect your questions and send them in collectively.
- If you are participating in a recorded presentation of this program, share your questions with your seminar coordinator to be used during your post-broadcast activities.

## When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on you to help make this happen. Please complete the Broadcast Evaluation Form on page 30 of this guide or online at: [http://www.linkageinc.com/dis/satellite\\_evals.shtml](http://www.linkageinc.com/dis/satellite_evals.shtml).
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended post-broadcast activities that begin on page 20 of this participant guide.

*You can win the war for talent, but first you must elevate talent management to a burning corporate priority.*

McKinsey & Company

## Pre-Broadcast Reading: Effective Leadership Development Systems

In his book, Growing Your Company's Leaders: How Great Organizations Use Succession Management to Sustain Competitive Advantage, Dr. Conger outlines the characteristics of companies who are winning the war for talent through their leadership development systems. These characteristics include:

**First**, the most effective systems are simple and easy to use. All participants – not just those running the systems but candidates as well – have easy access to them. Data is secure but open to those who need it. The winning systems are nonbureaucratic, uncomplicated processes. As an element of that simplicity, there is a unified approach to succession management to ensure consistency and to maintain objectivity of succession management between different business units, organizational levels, and geographic areas.

**Second**, the best systems are developmentally oriented rather than simply focused or replacement oriented. System processes are clearly more concerned with the continuing growth and development of the employee than with an ultimate job title. They introduce a discipline into the organization that continually reminds everyone that leadership development and talent retention are critical priorities and every manager's responsibility. The system becomes a proactive vehicle for managers and executives to reflect on the progress of their talent and the opportunities they require for genuine development.

**Third**, highly effective systems always actively involve the very top players of the organization. The CEO and the executive team are committed sponsors and champions-proactively participating in determinations of talent and in "next steps" to ensure the maximum development of their talented employees. Effective succession management is seen as a critical strategic tool by senior executives for attracting and retaining their most talented leaders.

**Fourth**, best practice succession systems are effective at spotting gaps in talent and at identifying important "linchpin" positions. They highlight existing or emerging needs where there are potential shortages of talent within the firm. They focus intensively on linchpin positions-a select set of jobs that are critical to the overall success of the organization. These positions and the individuals who fill them merit and receive regular and intensive attention. The better systems also identify the best jobs for development and whether there are a sufficient number of these or shortages.

**Fifth**, succession planning still does the job of monitoring the succession process, enabling the company to make certain that the right people are moving into the right jobs at the right time and that gaps are being spotted early. The best systems incorporate frequent checkpoints throughout the year. These checkpoints monitor who is where and where the person should be going next. A checkpoint function is built into the system to spot a problem before it becomes a problem! Succession management is so important that the best practitioners don't ignore this function for even a quarter.

*To attract and retain the people you need, you must create and perpetually refine an employee value proposition: senior management's answer to why a smart, energetic, ambitious individual would want to come and work with you rather than with the team next door.*

McKinsey & Company

**Finally**, the most successful systems are built around continual reinvention. One of the clearest insights from our research is that effective succession management is a journey, not a destination. Best practice companies did not succeed in their first efforts at succession management. Similarly, none have rested on their laurels since having their process up and running. They continually refine and adjust their systems as they receive feedback from line executives and participants, monitor developments in technology, and learn from other leading organizations. To avoid the ever-present danger of becoming bureaucratized and mechanical, best practice systems therefore actively incorporate dialogues and debates about talent and about the succession process. There are continuous “conversations” about what is needed for the future of each candidate, about who should be where, and when. There are continuous conversations on the part of the guardians and designers about the planning process and how its utilization can be improved.

*(Growing Your Company's Leaders, pp 12-15)*

Many American companies are already suffering a shortage of executive talent. Three-quarters of corporate officers surveyed said their companies had “insufficient talent sometimes” or were “chronically talent-short across the board.”

McKinsey & Company

## Pre-Broadcast Activity: How Strong is Your Leadership Development Process?

Score the following statements to determine the strength of your company’s (or department’s) succession planning/leadership development process. Then use the results (and Post-Broadcast Training Activity #2) to increase the effectiveness of your process to build your leadership bench.

Leadership Development Component	Disagree	Agree
<b>Sponsorship</b>		
1. The CEO and Executive Committee are actively and personally involved on a regular basis with the identification and development of leadership talent.	0	1 2 3 4 5
2. The corporate Human Resources function is responsible for the tools and processes that enable successful succession planning.	0	1 2 3 4 5
3. The business and functional unit heads and their HR teams view the succession planning/leadership development process as simple. The process is not forced and actually serves the management development needs of the business or function.	0	1 2 3 4 5
<b>Selection</b>		
4. Successor selection is based on a match between the company’s needs and the candidate’s demonstrated leadership competencies. (In other words, a candidate isn’t selected merely because of outstanding performance in his or her current job.)	0	1 2 3 4 5
5. Our leadership competency models are relatively simple and focus on core competencies required of leaders.	0	1 2 3 4 5
6. The core leadership competencies are used for more than succession planning. They are used for promotions, training and development, and soliciting 360-degree feedback.	0	1 2 3 4 5
7. We use a variety of tools and techniques for identifying talent and leadership potential.	0	1 2 3 4 5
8. Potential leaders are identified based on their leadership performance, their willingness and ability to learn new skills under challenging conditions, and <i>derailers</i> – things that may prevent them from being an effective leader.	0	1 2 3 4 5
9. We focus our succession planning/leadership development efforts on those positions that are mission critical. Without leaders in these positions, we would likely fail quickly as a company.	0	1 2 3 4 5
10. To focus our leadership development efforts, we group those with high leadership potential into talent pools (i.e., potential for corporate leadership, business unit leadership, division leadership).	0	1 2 3 4 5

*Executive talent has been the most undermanaged corporate asset for the past two decades. Companies that manage their physical and financial assets with rigor and sophistication have not made their people a priority in the same way.*

McKinsey & Company

Leadership Development Component	Disagree	Agree
<b>Assessors</b>		
11. Those who are responsible for assessing the capabilities and performance of candidates and leaders are trained to ensure a balanced and objective assessment.	0	1 2 3 4 5
12. Assessment happens at many levels – self-assessment, assessment from superiors, assessment from subordinates, and assessment from objective observers.	0	1 2 3 4 5
13. Assessment is used to describe a candidate's strengths and areas for development AND to assign appropriate developmental activities.	0	1 2 3 4 5
<b>Participants</b>		
14. Participants in succession planning/leadership development are aware that they are in such a program; they are knowing and willing participants.	0	1 2 3 4 5
15. Candidates represent the company's best and brightest. Candidates are not included in the talent pool simply because of seniority or current performance.	0	1 2 3 4 5
16. Candidates all have demonstrated leadership performance, willingness and ability to learn new skills under challenging conditions.	0	1 2 3 4 5
17. Candidates demonstrate few if any <i>derailers</i> – things that may prevent them from being an effective leader	0	1 2 3 4 5
<b>Development Linkages</b>		
18. We believe that the most important developmental activity is job assignments/work experience.	0	1 2 3 4 5
19. To develop leaders, we use a variety of developmental activities such as mentoring, coaching, job rotation, traditional educational programs, and formalized feedback processes.	0	1 2 3 4 5
20. The developmental activities are a stretch for participants; participants are not merely biding time.	0	1 2 3 4 5
21. We've tried new approaches to developing leaders including special assignments, action learning, and web-based training.	0	1 2 3 4 5
22. We select mentors/coaches with care, matching their experience and coaching skills with the needs of the candidate.	0	1 2 3 4 5
23. We use 360-degree feedback as an important developmental tool.	0	1 2 3 4 5
24. We are using technology to monitor and manage development activities.	0	1 2 3 4 5

*Only 23 percent of some 6,000 executives surveyed strongly agree that their companies attract highly talented people, and just 10 percent that they retain almost all their high performers.*

McKinsey & Company

Leadership Development Component	Disagree					Agree				
<b>Tracking</b>										
25. We view succession planning as a long-term strategy to develop effective leaders; succession planning is not simply about replacing outgoing leaders.	0	1	2	3	4	5				
26. Our process ensures that talented individuals are moved at an appropriate pace into the right development opportunities over the span of their careers.	0	1	2	3	4	5				
27. With our process in place, we have had relatively few – if any – instances where a highly qualified leader hasn't been ready to assume responsibilities for a vacated or newly created position.	0	1	2	3	4	5				
28. We measure the ease with which a new leader transitions into a position. We make adjustments to our process to improve future transitions.	0	1	2	3	4	5				

## During The Program

- Participate!
- Submit questions to be addressed by Mr. Belluzzo and Dr. Conger during their broadcast. They will speak for the first hour and then respond to questions for the next 30 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the Question Form (found on page 29 of Section 1), submit an e-mail, or call in when prompted during the program.
- The presenters ask that you engage in the questions and answers. If you wish, use the following pages to take notes on points important to you.

Note: Dr. Conger has graciously provided overheads that he may be referring to in the presentation. You may wish to use these overheads after the broadcast as you apply the concepts on the job. These overheads are found in Section 2 (which may be included in this guide or as a separate handout provided by your facilitator).

*Superior talent will be tomorrow's prime source of competitive advantage. Any company seeking to exploit it must instill a talent mindset throughout the organization, starting at the top.*

McKinsey & Company

*An effective succession planning management system can allow a company to be more disciplined about identifying great opportunities and identifying employees who deserve and need those great opportunities at given junctures.*

Jay Conger

## Notes

[illegible]



The purpose of a highly effective succession management system is two-fold. The first purpose is to serve the needs of the organization by helping to provide a continuous and deep supply of talent. The second ... is to serve the employees. Individual high performers will always have external opportunities to go elsewhere. An effective succession management system helps to keep them challenged and motivated to prevent job-hopping to those external opportunities. The most effective succession system helps individuals to develop potential by timely moves to opportunities that match their needs and complement their current skill set.

Jay Conger

## More notes

[illegible]

*Effective succession planning is a journey, not a destination.*

Jay Conger

## More notes

[illegible]

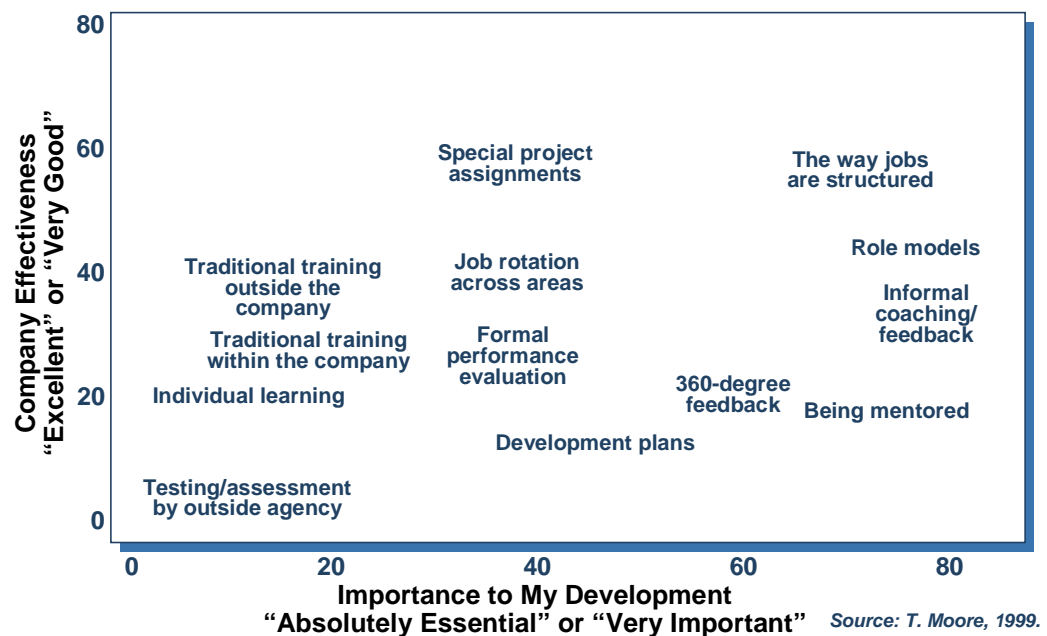
## More notes

*Speaking on the stewardship of GE's most valuable assets – its people – CEO Jack Welch told his 500 top executives:*

*"I own the people.  
You just rent them."*

Jack Welch

## *What Matters Most for Development is Often Not Delivered*



*You cannot eliminate  
your derailers ...they  
have been with you  
from the start*

Jay Conger

## More notes

[illegible]

## Post-Broadcast Activities

Complete and submit the Broadcast Evaluation Form found on page 30 of this section or online at: [http://www.linkageinc.com/disl/satellite\\_evals.shtml](http://www.linkageinc.com/disl/satellite_evals.shtml).

### Activity 1: Self-Reflection and Discussion

- What in today's presentation by Rick Belluzzo and Jay Conger struck a special chord with you? Why?

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- Based on what you heard, what two elements of succession planning/leadership development do you see as requiring the most immediate attention within your company or organization? (Consider this question when completing the Action Planning activity.)

Succession Planning/ Leadership Development Element	Impact on Your Company or Organization if Addressed
1. _____	
_____	
_____	
_____	
_____	
2. _____	
_____	
_____	
_____	
_____	

*The most outspoken and committed “owner” [of succession management/ leadership development] must be the organization’s CEO.*

Jay Conger

Only 23 percent of some 6,000 executives surveyed strongly agree that their companies attract highly talented people, and just 10 percent that they retain almost all their high performers.

McKinsey & Company

Activity 2: How Strong is Your Leadership Development Process?

Review the scores that you entered in the Pre-Broadcast Reading: How Strong is Your Leadership Development Process? inventory on page 11; if you haven’t completed the inventory, do so now.

Determine the average for each leadership development component and enter the number in the Average Score column:

Leadership Development Component	Average Score
<b>Sponsorship</b> <span>1+2+3 = ____ ÷ 3 =</span>	
<b>Selection</b> <span>4+5+6+7+8+9+10= ____ ÷ 7 =</span>	
<b>Assessors</b> <span>11+12+13= ____ ÷ 3 =</span>	
<b>Participants</b> <span>14+15+16+17= ____ ÷ 4 =</span>	
<b>Development Linkages</b> <span>18+19+20+21+22+23+24= ____ ÷ 7 =</span>	
<b>Tracking</b> <span>25+26+27+28= ____ ÷ 4 =</span>	

- 1) Which component should your company (or department) or organization focus on?
- \_\_\_\_\_
- 2) Identify three things that your company (or department) should/could do to positively and significantly impact this component. Then identify what YOU can do to initiate this action.

What the Company/Department Should Do	What YOU Can Do To Initiate this action
1. _____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____



*Watch your thoughts;  
they become words.*

*Watch your words; they  
become actions.*

*Watch your actions; they  
become habits.*

*Watch your habits; they  
become character.*

*Watch your character; it  
becomes your destiny.*

Frank Outlaw

### Activity 3: Derailers

Mr. Belluzzo and Dr. Conger state that derailers often sabotage potential leaders from ever reaching the positions of leadership they would otherwise reach.

They cite as examples derailers that have been identified by General Electric:

- Does not build or leverage peer relationships...not a team player
- Promoted too fast ... lacks 'experience maturity'
- Cannot execute through others ... does not develop other leaders
- Lacks personal impact ... does not project confidence
- Stops growing ... not open to feedback and lacks introspection
- Ego gets in the way ... tries to go it alone

Consider your own leadership development. What are your potential derailers? Consider:

- You cannot eliminate your derailers. They have been with you from the start.
- Some derailers are personal strengths and some are weaknesses.
- There are situations that will trigger your derailers.
- Derailers have to be consciously 'managed'.

Identify your potential derailers and what you can do to mitigate or reduce their impact on your continued leadership development:

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[illegible]

**\*\*Put an asterisk next to the top TWO key suggestions\*  
\*\* that you will be able to act on sooner than later.\*\***

**Use the Action Planning activity to create next steps.**

Executives must be willing to talk candidly and frequently about people. They must not only feel comfortable differentiating between people but in placing top performers in stretch assignments. They themselves must be held accountable for developing people and for giving insightful feedback.

Jay Conger

Activity 4: Differentiating Your “A” Players

The following comes from page 154 in Growing Your Company’s Leaders:

*You need a strong succession process, but it is not the process that really makes the difference. You have to have a talent mindset. A talent mindset requires that your executives feel comfortable talking about who are their ‘A’ players. Do they talk frequently about these people and are they comfortable differentiating them from others? You need to know who your best people are and that you are moving them in logical ways. You also need know who your bottom performers are so that you can move them out to give stretch assignments to new people. The focus must be on the top performers and the bottom. I see a lot of companies wasting time dissecting the 50 to 70 percent of the people in the middle. In addition, if the executive in charge or the executive team does not have a meritocracy or talent muscle-building philosophy, does not have a belief that talent directly impacts the business, and is not willing to demand candor, then you may have a succession process but its results will be shallow.*

Jim Shanley, CEO of Bank of America

Do **YOU** have a talent mindset? Can you identify your “A” players? Are you comfortable in differentiating them from others?

Identify your “A” players below and describe what you are doing to move, challenge, and grow them:

“A” Player	What You Are Doing
1. _____	_____
_____	_____
2. _____	_____
_____	_____
3. _____	_____
_____	_____
4. _____	_____
_____	_____
5. _____	_____
_____	_____

*One person with passion  
can accomplish more  
than 99 people with mere  
enthusiasm.*

Entelechy, Inc.

*You'll learn more about a  
road by traveling it than  
by consulting all the  
maps in the world.*

Hannibal

### Final Activity: Action Planning

Imagine that your leadership development begins today. Picture yourself six months from now. You're reflecting with a sense of pride and satisfaction on what you've accomplished since the broadcast. As you look back, what one thing brings you the most pride?

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Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?

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- What do you need to do by the end of this month?

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- What do you need to do by the end of this week?

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- What do you need to do tomorrow?

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## Materials Written By or About Rick Belluzzo and Jay Conger

The following materials are written by or about Rick Belluzzo and Jay Conger and are listed in order of publication date:

### Rick Belluzzo

You can read about Mr. Belluzzo in the news by doing a search on the Internet. You will find that his company, Quantum, recently won an 'OSCAR' award for continually exceeding customer expectations ([http://biz.yahoo.com/prnews/050302/sfw026\\_1.html](http://biz.yahoo.com/prnews/050302/sfw026_1.html)).

You can read Mr. Belluzzo's biography (as well as find out more about Quantum) at <http://www.quantum.com/am/about/executives/Rick+Belluzzo.htm>.

### Jay Conger

Growing Your Company's Leaders: How Great Organizations Use Succession Management to Sustain Competitive Advantage. Robert M. Fulmer and Jay A. Conger, American Management Association (December 1, 2003).

Shared Leadership: Reframing the Hows and Whys of Leadership. Craig L. Pearce and Jay A. Conger, SAGE Publications (December 20, 2002).

Winning 'Em Over. Jay A. Conger, Simon & Schuster (October 15, 2001).

Corporate Boards: New Strategies for Adding Value at the Top. Jay A. Conger, Edward E. Lawler, and David Finegold, Jossey-Bass; 1st edition (April 15, 2001).

Building Leaders: How Successful Companies Develop the Next Generation. Jay A. Conger and Beth Benjamin, Jossey-Bass (May 28, 1999).

The Leader's Change Handbook: An Essential Guide to Setting Direction and Taking Action (Jossey Bass Business and Management Series). Jay A. Conger, Gretchen M. Spreitzer, Edward E. Lawler, Jossey-Bass; 1st edition (November 12, 1998).

Charismatic Leadership in Organizations. Jay A. Conger and Rabindra N. Kanungo, SAGE Publications (July 15, 1998).

Learning to Lead: The Art of Transforming Managers into Leaders. Jay A. Conger, Jossey-Bass; 1st ed edition (July 1, 1992).

The Charismatic Leader: Behind the Mystique of Exceptional Leadership (Jossey Bass Business and Management Series). Jay A. Conger, Jossey-Bass; 1st edition (August 7, 1989).

*Jay Conger: Why Chief Executives Fail*, Management Today/Australian Institute of Management, Nov 11, 2003. [http://www.aim.com.au/resources/article\\_jconger.html](http://www.aim.com.au/resources/article_jconger.html)

*Interview with Jay Conger*, AnnOnline, <http://www.annonline.com/interviews/980630/>

**Question Form**

Use this form to write your questions for Rick Belluzzo and Jay Conger for discussion. Please write legibly.

**Name (optional):**

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**Organization:**

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**Location:**

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**Your question (25 words or fewer):**

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Fax 1.877.892.0170 (from within U.S.)

Fax 646.349.3661 (from outside U.S.)

Email: *leadership2005@linkage-inc.com*

Tel 1.800.218.0530 (from within U.S.)

Tel 303.262.2131 (from outside U.S.)

## Broadcast Evaluation Form

We invite your feedback on this presentation: *Developing Your Leadership Bench Strength Featuring Rick Belluzzo, CEO Quantum, and Dr. Jay Conger*. Please complete and return this form to your site coordinator or fax it to 781-402-5556. Thank you!

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

**Please indicate functional area (only check one):**

☐ Finance   ☐ Human Resources/Organizational Development   ☐ Manufacturing/Operations

☐ Marketing   ☐ R&D   ☐ Sales   ☐ Other (specify) \_\_\_\_\_

**How many people do you have reporting to you (include all levels)?** Number: \_\_\_\_\_

**Please indicate your job level (only check one):**

☐ President or Officer   ☐ Vice President   ☐ Director   ☐ Manager/Supervisor   ☐ Individual Contributor

**1) Please indicate a rating for each of the statements below by checking the appropriate box.**

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2) Please give a general overall comment about the program:**

\_\_\_\_\_

**3) How can we improve these broadcasts?**

\_\_\_\_\_

\_\_\_\_\_

**4) May we use these comments for promotional purposes (including name and organization)?** Y N

**5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?** Rating: \_\_\_\_\_

**6) Which speakers are you most interested in seeing at the next Linkage Excellence in Leadership & Management Series? (Please rate your top five, "1" being most interested.)**

___ James Champy	___ Edgar Shein	___ Margaret Wheatley
___ Deborah Tannen	___ Maya Angelou	___ Robert Kaplan
___ Steve Jobs	___ Francis Hesselbein	___ Chris Argyris
___ Philip Knight	___ John Scully	___ Other _____